

Overview and Initial Issues Identification Human Services Department

Staff: Mike Fong, Sara Belz, Patricia Lee, Bob Morgan, Norm Schwab and Lisa Herbold
Date Prepared: October 18, 2010

Expenditures/Revenues

	2009 Actuals	2010 Adopted Budget	2011 Proposed Budget	% Change 2010 to 2011	2012 Proposed Budget	% Change 2011 to 2012
Expenditures by BCL						
CDBG	\$6,325,000	\$6,234,000	\$5,875,000	-5.8%	\$5,875,000	0%
Area Agency on Aging	\$47,043,000	\$67,683,000	\$58,438,000	-13.7%	\$58,739,000	0.5%
Self-Sufficiency	\$2,071,000	\$2,107,000	\$1,810,000	-14.1%	1,849,000	2.2%
Domestic Violence and Sexual Assault Prevention	\$4,007,000	\$4,860,000	\$4,400,000	-9.5%	\$4,070,000	-7.5%
Early Learning and Family Support	\$14,105,000	\$14,761,000	\$13,639,000	-7.6%	\$13,396,000	-1.8%
Community Facilities	\$1,278,000	\$665,000	\$591,000	-11.1%	\$594,000	0.5%
Emergency and Transitional Housing	\$24,833,000	\$28,738,000	\$28,202,000	-1.9%	\$26,748,000	-5.2%
Leadership and Administration	\$7,068,000	\$7,856,000	\$7,724,000	-1.7%	\$7,505,000	-2.8%
Public Health Services	\$11,293,000	\$11,147,000	\$11,013,000	-1.2%	\$11,013,000	0%
Youth Development and Achievement	\$12,221,000	\$9,989,000	\$10,585,000	6.0%	\$10,733,000	1.4%
Total Expenditures	\$130,244,000	\$154,040,000	\$142,277,000	-7.6%	\$140,522,000	-1.2%
Total FTEs	326.35	326.35	322.1	-1.3%	322.1	0%
Revenues						
General Subfund	\$53,499,000	\$52,519,000	\$51,445,000	-2.0%	\$51,938,000	1.0%
Other Revenue Sources	\$76,745,000	\$101,521,000	\$90,832,000	-10.5%	\$88,584,000	-2.5%
Total Revenues	\$130,244,000	\$154,040,000	\$142,277,000	-7.6%	\$140,522,000	-1.2%

Introduction:

The 2011 Proposed Human Services Department (HSD) Budget reflects a 7.6% reduction from the 2010 Adopted Budget. The vast majority of the reduction is attributable to a net decrease of approximately \$11 million in funding from federal, state and interlocal grants. Some direct service reductions will result from the loss of this external funding, but a majority of this decrease is due to changes in Title XIX pass-through funds that are administered by HSD's Aging and Disability Services (ADS) Division. \$9 million in funding previously allocated by ADS will now be directly appropriated from the State to individual service providers resulting in no service impacts.

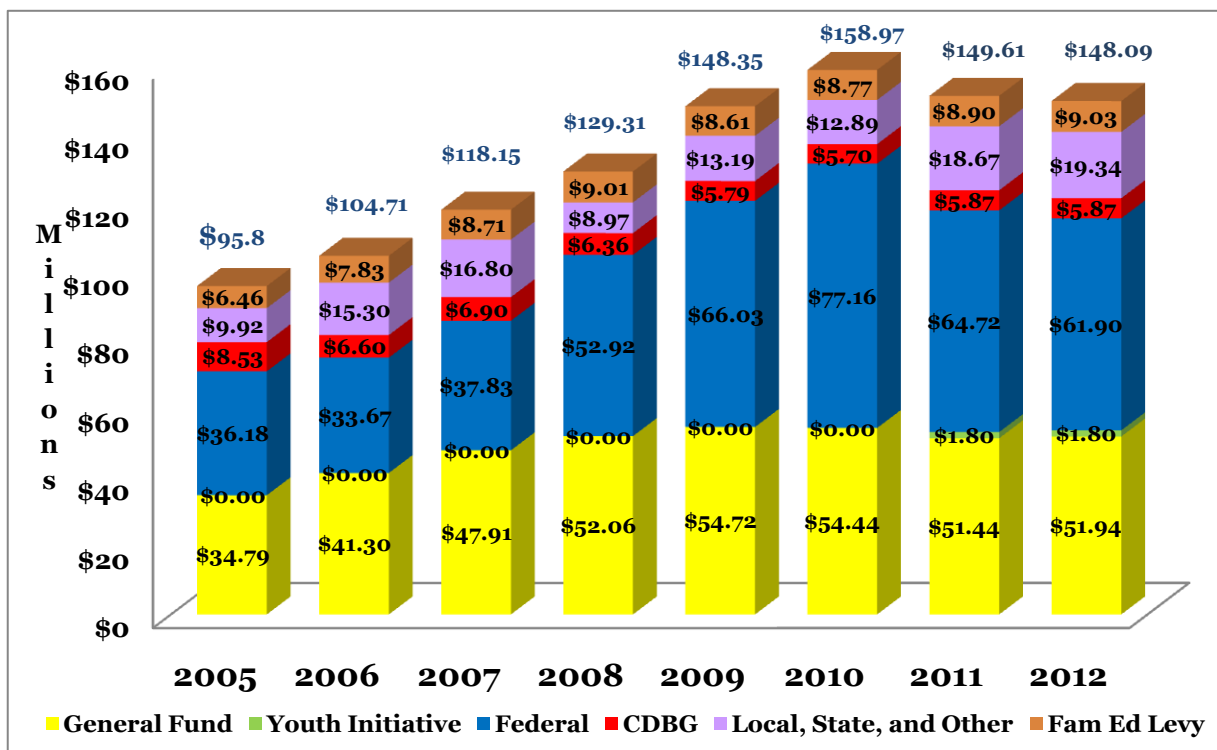
In 2011, HSD's General Fund (GSF) support declines by 2% from the 2010 Adopted Budget. This approximately \$1 million decrease is split to reflect 46% internal staffing and operational reductions and 56% in cuts to external service contracts. Below is a summary of the GSF changes (specific issues will be discussed later in this issue paper):

Item	Description	2011 Proposed GSF Increase (Decrease)
1)	Non-Labor Operating Savings	\$(289,724)
2)	Reduction of 6.25 FTE	\$(569,278)
3)	Contracted Service Reductions	\$(565,127)
4)	Inflation Reduction for Agencies	\$(721,194)
5)	Adds for New Initiatives	\$185,000
6)	Technical Adjustments – No Operating Impacts	\$885,548
Net Decrease in GSF		\$(1,074,775)

The 2012 proposed budget largely mirrors 2011 with a few exceptions. The 7.5% reduction in Domestic Violence and Sexual Assault Prevention BCL is attributable to the anticipated conclusion of federal grant funding and the 5.2% reduction in Emergency and Transitional Housing BCL is tied largely to the end of a \$2.2 million grant from Housing and Urban Development as part of the American Recovery and Reinvestment Act (ARRA).

The chart below summarizes HSD's sources of funding since 2008 to provide additional historical context for the department's budget over time. A few noteworthy items:

- GSF funding grew substantially between 2005 and 2008 (50%), but has been fairly stable since;
- In the proposed 2011 and 2012 budgets, HSD has begun to track Youth Violence Initiative funding that the department administers (though the actual funding for the initiative is reflected in the Department of Neighborhood's Budget);
- Federal funding grew substantially between 2005 and 2010 due to enormous growth in Title XIX home care worker health insurance costs and increases in Medicaid case management and home care worker training; and



Identified Issues:

The following are items that Council Staff have identified as issues for further discussion related to HSD's Proposed 2011-2012 Biennium Budget. Direction provided by councilmembers will help inform and provide direction to staff to prepare budget actions for consideration in Round 1.

1. Agency Contracting (FONG)

HSD has over 500 contracts with more than 200 agencies to provide a variety of services to Seattle residents. The value of these contracts range from a few thousand dollars to over a million dollars. Council has expressed an interest in having HSD examine potential ways to streamline the contracting and monitoring process and to implement procedures to achieve administrative efficiencies. HSD Director Dannette Smith has also expressed a desire to explore this area of the department's operations in greater detail.

As part of the budget review process, Central Staff has begun a preliminary analysis of this issue. A major challenge to this exercise is the fact that each division within HSD and each contract is different in the scope of monitoring activity and the nature of that body of work. It is difficult to arrive at an "apples to apples" comparison within the department and even more challenging to do so when comparing HSD to other jurisdictions. What we do know is that the department has identified 44 FTE that have a substantive role in negotiating, writing and monitoring \$120 million worth of performance based contracts each year. Of these 44 FTE, 30.5 are dedicated to agency contract monitoring and hold the position title of grants and contracts specialist. Below is a high level comparison of HSD with some other cities that fund and carry out similar contracting activities.

Jurisdiction	Contracts	Staffing	Total Contract Value	Avg. # Contracts/Staff	Avg. Total Contract Value Managed/Staff
Seattle Human Services Department	531**	44 (30.5)*	\$120M	12.07	\$2.73M
San Francisco Human Services Agency	440	13 (13)	\$260M	33.85	\$20M
Portland/Multnomah County Department of Human Services	400	69 (43)	\$134M	5.79	\$1.94M
City of Spokane Human Services Department	92	5 (1)	\$6M	18.4	\$1.2M
United Way of King County	488	27 (6)	\$29M	18 to 54	\$1.1M - \$4.8M

* The number in () under staffing represents the number of FTEs most directly responsible for contract management. The job title or job description is most similar to that of our 'grants and contracts specialists.' The total number under staffing is number provided by jurisdictions that they believe have at least some role in contract monitoring including various support functions.

** HSD has an additional 161 agreements and contracts not officially loaded in the department's tracking system. These contracts also require staffing time to monitor but since they are not official City contracts, they were not included in this chart. With these contracts added in, HSD's average number of contracts monitored per staff would be 15.72.

This chart raises more questions than answers. For example, how different is the staffing activity that is being carried out by each jurisdiction and what is the added value of that work? For instance, is San Francisco's higher ratio of contracts monitored per staff a result of greater productivity and efficiency or does the staff provide less service, oversight and accountability? While the answer is

unknown, the chart suggests that there are vastly different models for contract management and the level of monitoring.

HSD has made some significant strides in streamlining administrative operations by abrogating several positions during the last two budget cycles. For example, the proposed biennium budget does include eliminating 6.25 FTE resulting in approximately \$570,000 in GSF savings. In 2010, the department eliminated one grants and contracts specialist position and has proposed a 1.5 FTE reduction in 2011. Here are a few observations and additional questions about whether the department could go further in changing its contracting process.

- i. Consolidation of contracts - HSD has 531 direct service contracts and an additional 161 agreements (particularly with child care providers not directly funded by HSD) that their staff is responsible for monitoring. That is nearly 700 contracts spread across 76 program areas. This seems to raise questions as to whether there are simply too many individual contracts and if some consolidation may be possible.
- ii. Level of Technical Assistance and Monitoring for Performance - To what extent is the work HSD staff is doing different than that of San Francisco and other jurisdictions? Is HSD providing more intensive contract monitoring or technical assistance? If so, why? What is the added value of additional oversight? Has it produced more accountability and better contract performance?
- iii. Best Practices and Uniformity in Contract Monitoring - What are and how closely is HSD following industry best practices? Should there be a more uniform approach across divisions on how contracts are monitored? Is there a need to increase the ratio of contracts monitored by each grants and contracts specialist? How can this be achieved?

Given the City's current GSF budget challenges, Council may want to pursue a budget action or provide policy guidance regarding this area of HSD's internal operations. Below are a few options to consider:

Options:

- A. Reduction target for 2012. Council could reduce HSD's GSF budget in 2012 to reflect a reduction of funding for contract monitoring activities. This funding reduction could be, for example, the equivalent of 2 FTE grants and contracts specialists (approximately \$180K). This would give Director Smith a reduction target for streamlining operations potentially without abrogating specific positions. It would be one way to maximize the director's flexibility to identify how \$180K worth of GSF savings could be achieved through contracting administration without being overly prescriptive by eliminating positions.
- B. General Fund Reduction for 2011. Alternatively, Council could reduce funding for contract administration and abrogate positions in 2011 given the desire to preserve direct services. The Director would need to reallocate staff resources accordingly.
- C. Statement of Legislative Intent. If this is an area that Council would like to pursue while giving the Director the opportunity to develop a formal proposal for restructuring contracting activities, a SLI could outline the expectations and questions Council would like to see addressed as part of a formal evaluation in 2011.

2. Elimination of funding for batterer intervention services (-\$148,650) (BELZ/SCHWAB)

For the past several years, the City of Seattle has funded batterer intervention services for domestic violence offenders whose incomes are at or below 30% of the area median (AMI). The funding provided by the City allows contracted batterer intervention programs to waive intake charges and offer reduced fees to low-income offenders that are referred to the programs under the terms of their probation. City funding for batterer intervention programs has been allocated as follows over the past three years:

General Subfund Support for Batterer Intervention Services, 2008-2010

Service Provider	2008	2009	2010
Asian Counseling and Referral Service	\$52,731	\$54,050	\$54,050
NAVOS	\$40,443	\$41,454	\$41,454
Wellspring Family Services	\$51,850	\$53,146	\$53,146
Consejo Counseling and Referral Services	\$16,229 (program discontinued in late 2008)	\$0	\$0
Total City Funding	\$161,253	\$148,650	\$148,650
# of batterers receiving City subsidy	117	150	120 ³
# of batterers completing program^{1, 2}	52	63	54 ³
# of batterers who demonstrate ability to interact in non-abusive way^{1, 2}	23	27	25 ³

¹ Counts are duplicated

² These are performance commitments; HSD sets a contract goal for how many offenders must achieve this outcome

³ 2010 figures are contracted goals; 2008 and 2009 are actual

The batterer intervention programs supported by the City provide 12 months of treatment. To complete one of the programs, participants are required to attend at least 26 weekly group treatment sessions, which are followed by six obligatory monthly sessions. Program fees for enrolled batterers vary somewhat among the service providers but are generally around \$2,000. For enrollees earning no more than 30% of AMI, the service providers offer reduced program fees ranging from \$700 to \$1,300. The City's investment in these services enables the providers to further subsidize the fees they charge to low-income batterers that are also Seattle residents. Of the individuals enrolled in the batterer intervention programs supported by the City, more than 50% are people of color.

If the City's investment in batterer intervention programs is discontinued, it is likely that more low-income batterers will be sentenced to jail time or community service hours due to their inability to pay for treatment. The cost of keeping an individual in the King County Jail for 30 days (a plausible sentence for a domestic violence offender) is currently around \$3,700. In 2009, the average batterer intervention program subsidy provided by the City had a total value of about \$635 per offender per year.

While numerous studies have evaluated the effectiveness of batterer intervention programs, there is no consensus in the literature. Many studies indicate such programs do not prevent or reduce recidivism; others are critical of study methods; and yet others come to opposite conclusions. Several studies concluded that batterer intervention programs should not be viewed in isolation of the larger criminal justice system. Batterers involved in a coordinated intervention system had lower recidivism rates when they were successfully prosecuted, monitored during probation, received a court order to an intervention program, attended the program's intake and completed the program. However, coordinated community responses are often not seamless.

Several studies indicate that the length of treatment influences the outcome. Washington State is one of a handful of states that require a minimum year of intervention. Many of the nationally cited studies on batterer intervention were based on program models with much shorter durations of treatment. A common problem with intervention programs is attrition – many batterers do not complete treatment – and thus do not achieve the same results as those who complete them.

The Executive has cited two studies that did not find effectiveness in reducing recidivism as the basis for its recommended cut. Neither study was based solely on local program evaluations. One study cited analysis in Broward County, Florida and in Brooklyn, New York. The other was a meta-study of studies.

In 2006 the Seattle Municipal Court published the “Batterers’ Intervention Program Study” which was funded by the court and the Seattle Human Services Department (HSD) to implement the City’s Domestic Violence Strategic Plan. The study was to determine whether batterers’ treatment intervention was being implemented effectively. While the report developed recommendations on additional steps that could be taken to improve effectiveness, it concluded that the locally surveyed programs were reducing recidivism. The study showed that batterers who never went to batterer intervention programs had a recidivism rate of 30.5% compared to only 6.0% of batterers who completed treatment. Batterers who began treatment but did not complete it also had lower rates of recidivism (16.6%) than those who never received any intervention treatment.

The Seattle Human Services Department (HSD) contracts with the three agencies listed in the chart above for outcomes. HSD uses two measurements of success: (1) program participants who demonstrate to the treatment therapist and victims their ability to interact in a non-abusive way and (2) program participants who complete the intervention program requirements. Goals are established annually with each contract agency and outcomes are measured at the end of the year to determine future year’s contract amounts and goals. Under-performance by an agency results in up to a 15% penalty in the next year’s contract. HSD staff report that there are about 40 different state-certified batterer intervention programs in King County. HSD contracts with the three agencies in this area that HSD considers to have the best programs for achieving successful outcomes for low-income Seattle residents.

Options:

- A. Approve the Mayor’s proposed reduction.
- B. Restore full funding for batterer intervention services in 2011 and 2012 at a cost of \$148,650.

3. **Indoor Air Quality Program (-\$128,697) (LEE)** Improving indoor air quality and removing allergen triggers, like mold, is an important treatment for individuals with asthma. HSD contracts with the American Lung Association (ALA) to conduct home assessments using the Home Environmental Assessment List (HEAL). ALA staff provide tenants and home owners with specific recommendations on how to improve indoor air quality, intervene with landlords to try and remedy and fix unhealthy living conditions and conduct community forums on the importance of improving indoor air quality.

The program's recent funding and service outcomes are listed below:

Year	2008	2009	2010	2011
Funding	\$125,559	\$128,697	\$128,697	0
Outcomes				
•Number of Households receiving HEAL assessments and creating Home Action Plans	148	171	115 (as of June. Program on course to exceed the contracted number of 150 households)	
•Number of households making at least one behavioral change that improved their indoor air quality	118	134	52 (as of June. Program on course to exceed the contracted number of 105 households)	
•Number of interventions with landlords at low income housing complexes that led to improvements in indoor air quality	2	11	18 (as of June. Program on course to exceed the contracted number of 8 households)	

As the chart above illustrates, the Indoor Air Quality Program has met the outcomes required in its contract. However, faced with a reduction in resources, HSD is recommending eliminating funding for this program because Public Health-Seattle & King County (Public Health) has a new grant to provide similar services. While both providers assist individuals living with asthma by improving indoor air quality, the program focus, target population and services are different.

In 2009 Public Health received a \$1.35 million, three year research project grant from the Center for Disease Control and Prevention. The project will serve 470 families in King County who have a child diagnosed with asthma and are on Medicaid. There is no required number of Seattle families that must be served. However, of the 75 families currently enrolled, 38% reside in Seattle. The Indoor Air Quality Program contracts with HSD to serve households in Seattle. There are no income qualifications and the Indoor Air Quality Program serves households with a range of income levels. In the first half of 2010 25% of the households they served had incomes below \$18,000; 14% had incomes below \$37,000; 30% had incomes below \$74,000; and 31% had incomes greater than \$74,000.

The Public Health project is a research project and part of the grant covers the research components and research staff including the epidemiologist, primary investigator and cost analysis research. Participants are compensated for answering research-related questions. As part of the project,

Community Health Workers provide participants items to improve indoor air quality such as mattress/pillow dust covers, HEPA filters, vacuum cleaners and green cleaning kits. They do not provide intervention with landlords.

In sum, the Public Health project is a grant funded, three year research project to evaluate the efficacy of changes in indoor air quality for children with asthma. Participants must be Medicaid eligible. The Indoor Air Quality Program is an education and service program that seeks to educate families and individuals on the impact indoor air quality has on asthma, help them make changes in their living environment and works with landlords, where necessary, to make improvements in the living environment.

Options:

- A. Approve the Mayor's proposed reduction.
- B. Restore \$129,867 in general subfund funding in both 2011 and 2012 for the Indoor Air Program operated by the American Lung Association.

4. Community Crime Prevention Programs (-\$78,102) (MORGAN)

4a. IDEC Foot Patrol (-\$18,220)

Program Description: This program currently provides a civilian officer, through the International District Emergency Center, to provide street patrols in the International District. The purposes are to assist persons requiring emergency assistance or social services information, and to assist City emergency and public safety personnel with translation service if needed.

Implication of proposed cut: The Budget Issue Paper (BIP) on the proposed elimination of funding for this patrol states that The Seattle Police and Fire Departments will need to use other translation services and potentially patrol the neighborhood more frequently. The budget also states that the Police and Fire Departments have the capacity to provide this service. While no *new* police or fire resources are apparently required to cover this function, police coverage is no doubt more costly than civilian foot patrols. Of course, on-duty police patrols and civilian foot patrols are different services.

Reasons stated for the cut: The Executive gave the following reasons for the proposed reduction:

- This service is not provided in any other neighborhood.
- It is not considered core to HSD's mission based on the priorities reflected in the HSD Strategic Investment Plan (SIP).
- "It is not clear that this is a need that isn't being met in other ways." In April of this year (2010) Seattle police started foot patrols (instead of bicycles) in some downtown Seattle neighborhoods as part of a new pilot program.

Options:

- A. Adopt Mayor's proposed reduction
- B. Restore IDEC foot patrols.

4b. Seattle Neighborhood Group (-\$59,882)

Program Description: The Safe Communities program is a broad effort to educate and inform residents, businesses and landlords about how they can protect their neighborhoods from crime. The program uses four approaches: community building, community education, crime prevention materials, and outreach to East African citizens. Seattle Neighborhood Group (SNG) provides staff support to crime prevention councils, conducts trainings for landlords on crime prevention and intervention strategies, sponsors community events with business and neighborhood groups, and partners with the Seattle Housing Authority (SHA) to implement the Drug Free Communities Program. SNG also translates signs and documents into several languages, including Spanish and Vietnamese, to ensure that these communities are aware of public safety.

Implication of proposed cut: SNG would provide less service to business and neighborhood groups. Executive staff estimate that the reduction will result in 15% fewer workshops, trainings and community events. SNG-Safe Communities serves over 625 clients each year through community outreach and crime prevention workshops.

Reasons stated for the cut: The Executive gave the following reasons for the proposed reduction: The Safe Communities Program is not a direct service program. Making this reduction helps the Department meet its budget target without impacting direct safety net services for vulnerable individuals.

Options:

- A. Approve the Mayor's proposed reduction.
- B. Restore full 2010 funding cut. (+\$60,000 per year)
- C. Restore half of the 2010 funding cut. (+\$30,000 per year)

5. Child Care Information and Referral (-\$30,000) (MORGAN)

Program description: Child Care Resources provides phone and web-based information and referral to connect families with child care providers serving children from birth through 12 years of age. Approximately two-thirds of families served are low income with more than half headed by single parents. Parents and guardians receive information about financial assistance, provider location, child care for non-standard hours, support for children with medical needs, etc. In addition, families are referred to other community services and resources.

Implication of proposed cut: The proposed budget constitutes a 58% reduction in the City funded portion of the program, from \$51,490 to \$21,490. The *total* budget for the child care referral program is approximately \$258,000 in 2010 including funding from other sources.

Child Care Resources is the sole provider of child care information and referral services in King County, so families will receive fewer hours of service in 2011 and 2012. The Child Care Resource line is currently open 30 hours per week, with 2 staff people assisting parents during each hour. For

families seeking information on high-quality pre-school for 3- and 4-year olds, the Executive states that HSD staff are equipped to provide them with the necessary information and referral.

The Executive and Child Care Resources report that there would be a reduction in the number of parents and guardians being provided information with City funding from 1,500 in 2010 to about 625 in 2011. This reduction is proportional to the reduction in City funding.

Reasons stated for the cut: This reduction in information and referral services is deemed by the Executive to have fewer negative consequences than cuts to service programs such as preschool, childcare subsidies or family support, and it preserves the actual subsidies to low-income families to pay for high quality child care.

Options:

- A. Approve the Mayor's proposed reduction - cutting City support for child care information and referral by 58%.
- B. Restore Child Care information and referral to 2010 budget (+\$30,000)
- C. Partially restore 2010 budget for Child Care information and referral.

6. Food Coalitions (-\$40,000) (FONG)

In an effort to encourage system efficiency and reduce redundancy, HSD proposes to reduce \$40,000 in funding for food coalitions that provide information and administrative support and coordination of bulk purchasing, training and other activities for food banks and meal providers. Currently two agencies receive a combined total of \$135,000 to provide these services. HSD believes there is enough duplication in the outcomes of the two agencies that consolidating their efforts is warranted.

The department's expectation is that the remaining \$95,000 in funding would be sufficient to continue providing food banks and meal programs with a similar level of service. HSD hopes to stimulate increased efficiency by creating a more holistic approach to coordinating activities, which in turn is believed to strengthen the overall network of food providers.

Options:

- A. Approve the Mayor's proposed reduction.
- B. Restore funding for food coalitions.
- C. Adopt Statement of Legislative Intent requesting HSD to report back on efforts to consolidate food coalition services and identify any impacts of funding reductions.

7. Senior Programming (-\$76,540) (FONG)

The Mayor's proposed budget would eliminate City funding for two senior programs representing \$76,540 in funding:

7a. Volunteer Program Coordinator (-\$40,347)

In the 2010 adopted budget, a full-time senior volunteer program coordinator in the Mayor's Office of Senior Citizens (MOSC) was reduced to half-time. In the Mayor's 2011 proposed budget, this position would be eliminated. The position coordinates a senior peer computer training program that has approximately 200 participants. HSD believes that this type of

training is provided at a variety of alternative locations, including community colleges, libraries, community centers and senior centers. The department cites the need to minimize reductions to agencies serving the most vulnerable in the community as a reason for having to eliminate this position.

Options:

- A. Approve the Mayor's proposed reduction.
- B. Restore funding for 0.5 FTE Senior Volunteer Coordinator.

7b. Sunshine Garden Day Center (-\$36,193)

This day center program provides limited English-speaking Chinese elders with various social, physical and recreational activities. Approximately 30 seniors are enrolled in the program while another 300 attend on a drop-in basis.

HSD cites other similar programs nearby, including Legacy House, IDPDA senior meal program at the Bush Hotel and the Parks Department's Older Adult Programming at the ID Community Center as part of its rationale for eliminating funding for the Sunshine Garden Day Center. This is also the only social day care model funded with GSF in HSD. Other adult day center services are supported with Medicaid funding and must meet specific state guidelines.

Options:

- A. Approve the Mayor's proposed reduction.
- B. Restore funding for Sunshine Garden Day Center.

8. Policy Advocacy and Technical Assistance (-\$33,600) (FONG)

The Mayor has proposed a 10% reduction in funding for policy advocacy and technical assistance (capacity building) program areas. This represents a total reduction of \$33,600. Four agencies would be impacted: Solid Ground, Neighborhood House, Children's Alliance and Nonprofit Assistance Center. HSD has consistently regarded these two program areas as low in their functional priorities compared with other direct services.

Options:

- A. Approve the Mayor's proposed reduction.
- B. Restore funding for policy advocacy and technical assistance.

9. SHARE request for increase in City funding (+\$100,000) (HERBOLD)

Over the last two years, SHARE has made requests to the City of Seattle for an additional \$50,000. The Seattle Human Services Department (HSD) and SHARE representatives have engaged in a series of meetings to gain a mutual understanding of SHARE's budget crisis, the current shelter operating budget, and to develop a plan to increase SHARE's ability to sustain stable operations and reduce the risk of future shelter closures. HSD has recently amended the SHARE 2010 contract by \$30,000 in one time funds, in exchange SHARE has new fund development and capacity development deliverables as well as program deliverables. The HSD memo dated August 31, 2010 proposing the contract amendment and terms states that the 2011 "contract negotiations are

contingent upon acceptance of these terms.” The Mayor’s proposed budget for 2011-2012 does not fund an increase in SHARE funding should SHARE comply with the contract terms.

The total SHARE budget for their shelters, SHARE 2, (providing shelter for approximately 350 men and women every night) and storage lockers is \$625,678. Their total stable contract funding is \$427,000 of which \$334,000 is provided by City of Seattle. SHARE private fundraising expectations are \$150,000, still leaving an approximately \$50,000 budget gap.

Options:

- A. Approve the Mayor’s proposed budget without an increase for SHARE.
- B. Increase HSD’s Emergency and Transitional Services budget for 2011 and 2012 at a cost of \$50,000 each year, include proviso that the funds be used for SHARE’s contract contingent upon compliance with 2010 contract.

10. New Initiatives (\$185,000) (FONG)

The Mayor’s proposed HSD budget includes two new initiatives representing a total of \$185,000:

10a. White Center Food Bank (\$35,000)

HSD indicates that over the last three years, there has been a 50% increase in clients served by the White Center Food Bank. Though technically outside of the City limits, it is estimated that 1/3 of the clients are Seattle residents. The total program budget is \$393,000 and the City of Seattle has not been a funder for this agency. The \$35,000 allocation would represent 9% of the White Center Food Bank’s budget. HSD currently has contracts with 17 agencies for approximately \$950,000 to provide food bank services across the city. An RFI for food bank services is scheduled for 2012.

Options:

- A. Approve Mayor’s proposed add.
- B. Cut funding and restore other programmatic priorities.

10b. Immigrant and Refugee Youth (\$150,000)

The Mayor has proposed to set aside \$150,000 to fund a program that focuses on immigrant and refugee youth. HSD has suggested that the potential outcomes include: measures of student academic progress, reductions in absenteeism, development and strengthening of life/social skills, increased parent involvement in parent/teacher conferences, increased student community involvement, and development of skills, and knowledge of the education system by parents.

The program is still under development and the specific services, whether there would be other funders and the target population still requires further refinement. It also appears that many of the preliminary goals have an academic achievement focus. The extent to which this program is being considered as part of the Families and Education Levy is unknown. HSD has noted that a planning and community engagement process is needed prior to implementation.

HSD currently invests approximately \$400,000 for immigrant and refugee family support services. Furthermore, HSD provides an additional \$1.8 million of funding for family centers which would also appear to be a program area consistent with the preliminary outcomes outlined by HSD for this new program. It is unclear if the department has considered modifying the outcomes and goals of these existing program areas in order to meet the identified emerging need for immigrant and youth services.

Options:

- A. Approve the Mayor's proposed add.
- B. Impose a budget proviso restricting expenditures until Council has an opportunity to review program details.
- C. Cut funding and restore other programmatic priorities.

Issues Under Assessment:

Emergency Service Patrol (FONG)

At Councilmember Rasmussen's request, Central Staff is currently reviewing program outcomes and City funding related to the Emergency Service Patrol (ESP) detox van services administered by Seattle-King County Public Health. The Mayor's proposed budget sustains the current \$542,116 annual funding commitment from the City for this \$1.5 million program. Over the last several years, the City and region's sobering services and substance abuse treatment response efforts have expanded. As a result, preliminary information provided by HSD suggests a rather dramatic decline in demand for ESP detox van services. The following table outlines a few work volume metrics related to the program:

	2007	2008	2009	2010 through September	2010 Projected	% Change from 2007 to 2010 Projected
# Requests for Assistance	23,745	18,233	16,512	11,097	14,796	-38%
# Calls from 911 Dispatch (subset of all requests for assistance)	Not collected	Not collected	9,309	7,620	10,160	+9% ('09 – '10)
# Individuals transported to appropriate services	20,237	15,435	13,681	9,458	12,610	-38%
# In-person responses provided where police/fire personnel are standing by	2,242	2,032	1,699	1,606	2,141	-0.5%

Additional analysis is needed to better understand the decline in requests for assistance and number of individuals being transported for services. Central Staff needs to better understand ESP staffing, operational hours and information about the service model to identify the potential impact(s) of a possible reduction in City funding to this program.

Reductions Proposed by Not Accepted:

HSD identified a few other programmatic reductions that were not accepted by the Mayor in his final proposed budget. This information is being provided in this issue paper to provide Council with additional context and insight into department's prioritization of its programs.

- Homeless Employment Assistance Funding for CASA Latina (-\$149,890)
This reduction would have eliminated funding for CASA Latina's day worker and job training program. The action was proposed in part because employment opportunities for homeless persons ranks low in the department's function priorities. In addition, HSD would like to encourage CASA Latina to increase the agency's private fundraising. City funding represents over 50% of the program's total budget.
- Hygiene and Day Center Service (-\$2.1 million)
This reduction would have eliminated funding for four hygiene facilities (Cascade Immanuel Church, Catholic Community Services Women's Wellness Center, Urban Rest Stop and Compass Center) and five day center operations (Lazarus, Mary's Place, Compass Center FASC, DESC Connections and YWCA Angeline's) in Seattle. This reduction was proposed in order to avoid cuts to other high priority services such as emergency shelter and food.
- Academic Support for Homeless Children (-\$75,895)
This reduction would eliminate funding to First Place School and Family Support Services. This program provides education and other support services to approximately 40 homeless children in grades K-6. Though this reduction would likely result in a negative impact to the level of service, an agency audit suggests that a cut in funding would not "dismantle the program."

Other Changes that Do Not Warrant Analysis as "Issues" (optional):

The following are agency contract reductions in HSD's proposed budget that Central Staff does not intend to examine further.

- CO-STARs Administrative Reduction (-\$58,349)
Total City funding for this program is proposed to be \$400,000 for 2011. A review of the program found that administrative costs were high – representing 1/3 of total personnel costs. This cut does not impact direct service delivery.
- Chemical Dependency Intervention Reduction (-\$11,536)
This contract is with King County Department of Community and Human Services for outreach and engagement services for people dependent on alcohol and drugs. Reorganization of the program allows for the abrogation of an FTE position partially funded by the City. This should result in no direct service impacts.

- Elimination of Inflationary Adjustment for Contracts (-\$721,194)

HSD's baseline budget had included a 1.8% inflationary increase for agency contracts in 2011. This would be the second year in the row that agencies have not received an inflationary adjustment.